

MCO P5216.21

JOINT ACTION PROCESSING



U.S. MARINE CORPS

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DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
WASHINGTON, DC 20380-0001

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JSB
1 Apr 92

MARINE CORPS ORDER P5216.21

From: Commandant of the Marine Corps
To: Distribution List

Subj: JOINT ACTION PROCESSING

Ref: (a) Joint Administrative Inst 5711.6L (Action Processing)
(b) MCO P5400.45 (HQMCORGMAN)

Encl: (1) LOCATOR SHEET

1. Purpose. To publish Marine Corps policies and procedures for processing joint actions and related correspondence. This Manual is a complement to reference (a) which is the basic source for joint-action processing.

2. Cancellation. HQO P5216.7E.


3. Background. Reference (b) designates the Deputy Chief of Staff for Plans, Policies and Operations (DC/S PP&O) as the Marine Corps Operations Deputy (OpsDep) to the Joint Chiefs of Staff. As such, the OpsDep coordinates all joint actions worked by the HQMC staff; Commanding General, Marine Corps Combat Development Command (MCCDC); and Commander, Marine Corps Systems Command (MARCORSYSCOM). Unless otherwise noted, the word "joint" is used only in reference to the Joint Chiefs of Staff and the Joint Staff. The term "action office" used in this Manual refers to those elements of HQMC, MCCDC, and MCRDAC which are involved in processing joint actions.

4. Summary of Revision. This Manual contains major modifications which establish internal procedures in consonance with JCS Memorandum of Policy (MOP) 9, "Policy on Action Processing," issued 27 February 1990. The issuance of MOP 9 established major policy changes with respect to the processing of joint actions. This Manual also reflects a reorganization of Plans Division. A new branch in the division, the Joint Staff Branch, has been created to provide a close and continuous link to the Joint Staff. The role of the Joint Staff Branch in the processing of joint actions is described in detail. This Manual was designed to assist involved Marines and civilians in understanding the process by which joint actions are worked and the responsibilities and requirements attendant to the process.

1 Apr 92

This Manual should be read thoroughly by all personnel involved with joint actions.

5. Certification. Reviewed and approved this date.


H. C. STACKPOLE III
Deputy Chief of Staff for
Plans, Policies, and Operations

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ENCLOSURE (1)

JOINT ACTIONS PROCESSING

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporated Change

JOINT ACTION PROCESSING

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JOINT ACTION PROCESSING

CHAPTER 1

GENERAL INFORMATION AND ADMINISTRATIVE PROCEDURES

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JOINT ACTION PROCESSING

CHAPTER 1

GENERAL INFORMATION AND ADMINISTRATIVE PROCEDURES

1000. PURPOSE. This Manual prescribes procedures which will be used by Marines in processing joint actions, preparing correspondence for submission to the Joint Chiefs of Staff (JCS) or the Joint Staff, preparing briefing books for JCS meetings, and reviewing plans of the unified and specified commanders. The procedures set forth herein are in consonance with established Joint Staff procedures and govern Marine Corps participation in joint matters.

1001. THE JOINT CHIEFS OF STAFF (JCS). Membership on the Joint Chiefs of Staff includes the Chairman, Joint Chiefs of Staff (CJCS); Vice Chairman, Joint Chiefs of Staff (VJCS) in absence of Chairman; Chief of Staff, U.S. Army (CSA); Chief of Naval Operations (CNO); Chief of Staff, U.S. Air Force (CSAF); and the Commandant of the Marine Corps (CMC). The CJCS is the principle military advisor to the President of the United States, Secretary of Defense, and the National Security Council; other members are military advisors, as described in the DoD Reorganization Act of 1986.

1002. RESPONSIBILITY FOR JOINT MATTERS

1. In accordance with the reference (b), the Deputy Chief of Staff for Plans, Policies and Operations (DC/S PP&O) serves as the Operations Deputy (OpsDep) for the Marine Corps with respect to the Joint Chiefs of Staff. As such, the OpsDep is responsible for coordinating Marine Corps staff actions on joint matters.

2. The Director, Plans Division, PP&O Department, serves as the Deputy Operations Deputy (DepOpsDep). The DepOpsDep provides CMC and OpsDep with staff assistance on joint matters, and acts as the OpsDep when required.

3. The Deputy Director, Plans Division, acts as the Director when required and provides the Director with staff assistance and supervision of personnel matters.

4. Marine Corps Service Planners are officers assigned to the Joint Staff Branch, Plans Division who have the sole authority, below the DepOpsDep, to conduct final coordination. In addition, they are the primary points of contact for communications between HQMC and the offices of the CJCS; Director, Joint Staff (DJS); Secretary, Joint Staff (SJS); and the Special Assistant for Joint Matters (SAJM).

They work closely with action officers, counterparts in HQMC departments and divisions, MCCDC, and MARCORSYSCOM to establish the Marine Corps position on joint actions. They then articulate that view to the Joint Staff.

5. The Executive Assistant to the DC/S PP&O provides direct assistance to the OpsDep in coordinating all joint matters.

1003. STAFF RESPONSIBILITIES. Marine Corps Service Planners and action officers advise CMC, through the OpsDep, on all matters of joint interest within their respective areas of responsibility. The review, comment, or coordination by the Services and Joint Staff in processing joint actions will take precedence over all other duties. Joint actions must represent the highest quality staff work. As such, quality, completeness, and timeliness must be ensured.

1004. HEADQUARTERS' AND COMMANDS' STAFF SUPERVISORS/BRANCH CHIEFS FOR JOINT MATTERS. Each Headquarters department and division, and the Commanding General, MCCDC and the Commanding General, MCRDAC will designate individuals to serve as points of contact for joint matters. These individuals will normally be staff supervisors or Branch Chiefs who supervise action officers and are authorized to convey recommended Marine Corps positions to a Marine Corps Service Planner, DepOpsDep, or OpsDep. For simplicity, throughout this Manual these individuals will be referred to as Branch Chiefs. Branch Chiefs are not authorized to provide final coordination for the Marine Corps. They are normally colonels or civilian equivalent. They are also responsible for:

1. Monitoring joint actions tasked to their respective branch or division.
2. Ensuring joint actions under their cognizance are properly coordinated and the proposed response is consistent with the policies of their Division and Department Heads.
3. Ensuring administrative correctness of joint actions and related correspondence.
4. Coordinating with the Joint Staff Branch JACO on the submission of briefing books for JCS meeting agenda items.
5. Advising the JACO, when requested, of the cognizant action officer on actions or agenda items. Periodically the JACO will publish a list of these Marine Branch Chiefs for joint matters.

1005. MARINE CORPS ACTION OFFICER (AO). A Marine Corps AO is a designated officer within a Headquarters branch or division, or a command, who is responsible for staffing joint papers and actions, preparing oral and written responses and briefings for the Branch Chief, Marine Corps Service Planner, DepOpsDep, OpsDep, and CMC. Normally, the AO provides the staffing continuity from the receipt of a joint action until the action is completed. The AO is assigned to the appropriate branch or division, subordinate to the Branch Chief. Once an AO is assigned a joint action by the Branch Chief, the AO and the Marine Corps Service Planner will maintain direct liaison.

1006. THE JOINT ACTIONS CONTROL OFFICER (JACO). The JACO and Joint Staff Branch supporting staff are the mechanism which keeps joint staff action moving smoothly. The JACO supports the entire system. The JACO, under the staff cognizance of the Head, Joint Staff Branch performs the following general functions:

1. Conveys Marine Corps Service Planner final coordination responses to the various Joint Staff Military Secretaries (MilSecs). Officers authorized to provide final coordination on behalf of the Services are listed in a periodic Joint Information Memorandum which is maintained by the JACO. The Joint Staff MilSecs may only accept reports of final coordination in the name of those officers listed in the memorandum. All other reports DO NOT represent a formal Marine Corps position.
2. Assigns action for issues submitted to the Marine Corps to Headquarters branches, divisions, or departments, and to other commands as required, for preparation of a Marine Corps position. Changes to joint action assignments must be coordinated through the JACO.
3. Monitors processing of joint actions that require the formal submission of a Marine Corps position.
4. Administratively coordinates responses and registers Marine Corps positions on joint actions to the cognizant MilSecs of the Joint Staff.
5. Coordinates and distributes agendas for the JCS, OpsDeps, and DepOpsDeps meetings, and coordinates attendance at briefings and debriefings for such meetings.
6. Serves as a focal point for the Joint Staff MilSecs.

7. Coordinates with Actions Division, Office of the SJS, on the procedures used in processing joint actions.

1007. STAFF NONCOMMISSIONED OFFICER IN CHARGE, PENTAGON OFFICE OF THE COMMANDANT. The SNCOIC of the Commandant's office at the Pentagon is posted at an office adjoining the CMC's office (room 2E914) in the Pentagon. The SNCOIC is supervised by the JACO, and is under the cognizance of the Head, Joint Staff Branch. The functions of the SNCOIC are:

1. Escorts the CMC, Assistant Commandant of the Marine Corps, OpsDep, and DepOpsDep to JCS meetings and to other offices in the Pentagon.
2. Escorts other Marines on official business who do not possess the required passes for access to the Joint Staff area, excluding the National Military Command Center (NMCC).
3. Maintains the CMC's office in the Pentagon.
4. Maintains close liaison with the JACO on matters pertaining to JCS business. This includes JCS meeting agenda items, meeting times and places, papers requiring immediate Marine Corps action, and matters of immediate interest to the CMC, OpsDep, DepOpsDep, or other principals of the HQMC staff.
5. Maintains liaison with the offices of the DJS, SJS, SAJM, and planners and AD's on the HQMC and Joint staffs.
6. Accepts, obtains, and delivers copies of joint actions to the JACO as appropriate.
7. Provides limited administrative services for Marines assigned to the various staffs in the Pentagon.

1008. ACCESS TO JOINT PAPERS. JCS MOP 60 delineates disclosure policy and explains special safeguards for joint papers including guidance intended to prevent the unauthorized release or disclosure of information. This guidance is set forth to preserve the statutory relationship of the Joint Chiefs of Staff as the military advisors to the President, the National Security Council, and the Secretary of Defense by protecting the privileged nature of joint papers from unauthorized disclosure. Special care will be taken to limit access to joint papers to personnel with proper security clearance, who require their use in the performance of official

duties. Headquarters departments, divisions and CG's in receipt of joint papers will ensure that personnel are familiar with the provisions of MOP 60, and will employ suitable measures to ensure the security of joint papers. JCS-approved plans are covered by MOP 60 and disclosure must be in accordance with the procedures contained in MOP 60.

1009. REPRODUCTION OF JOINT PAPERS. Joint papers will not be reproduced by Headquarters branches, divisions, or departments, or other Marine Corps commands without proper authorization. If additional copies of a paper are required, the cognizant AO should request them through CMC (Code ARFB). If additional copies are not available through ARFB, the JACO should be notified for assistance in requesting additional copies of the paper from the SJS or MilSecs. Exceptions to this policy may be approved by the Branch Chief in the event that the urgency of an action precludes the use of routine channels. In that case, the Branch Chief may authorize the action of face to reproduce the document. When documents are reproduced, the action office will control the copies and ensure their destruction upon completion of the action in accordance with the current operating procedures of ARFB.

1010. ACCOUNTABILITY AND RETENTION OF JOINT PAPERS

1. Accountability. All classified joint papers not brought into the Headquarters control system will become the responsibility of the cognizant AO and entered into his/her accountability system. A report of the material's destruction will be completed and retained when the AO deems the material is no longer necessary. Destruction reports will be maintained by the action office for a period of 2 years.

2. Retention. Joint papers on which action has been taken will be retained as long as the issue is dynamic. Joint actions originated by Actions Division, Office of the Secretary, Joint Staff will normally be followed by Notes to Holders or a Decision, which will be appended to the original document. These follow-on papers become part of the original document and separate accountability is not required following incorporation of the appended documents.

1011. CLASSIFICATION AND DOWNGRADING. The originator is responsible for the classification and downgrading instructions for each document generated. Classification and downgrading

instructions on most joint papers is derived from the source paper, therefore, the use of "Multiple Sources" should only be used when the derivative classification is from "multiple" documents. When the classification is derived from one document, the document created should carry the classification of the source document. The current edition of MCO P5510.2 provides guidelines for both.

1012. PROCEDURES FOR OBTAINING REFERENCES

1. JCS Documents. JCS Documents must be requested by the number assigned to the paper by the Joint Staff and are normally available through Administration Resources Management (ARFB). If ARFB does not hold the reference, it may be requested from the Joint Staff by the JACO, who will distribute the paper through ARFB.

2. Messages. Top Secret and Executive Distribution (State Department-originated) messages are kept on file by ARFB for 30 days. They may be requested by originator, date-time-group, and subject or State Department originator number. Other messages are normally on file at the Headquarters Communications Center (Code ARB), Room 2420. They are requested by originator, date-time-group, and subject. If a message is not on file at ARFB or the communications center, it may be requested from the JCS Communications Center through the Headquarters Communications Center.

3. Other References. Other references, such as operations plans, studies, and treaty documents are normally available through ARFB. If the document control number is not known, the following information is required to locate the document:

- a. Originator and originator's control number.
- b. Date of document.
- c. Subject of document.
- d. Classification of document.

1013. SPECIAL HANDLING PROCEDURES FOR SENSITIVE JCS AND RELATED DOCUMENTS. Procedures for handling sensitive joint papers will be as follows:

1. National Security Council (NSC) Documents

a. Access and handling procedures for NSC documents are intended to ensure that only those persons with a valid need-to-know

have access to these documents. Accordingly, the following restrictions in processing and handling of NSC papers shall apply:

(1) Do not reproduce NSC documents except as authorized by the CJCS.

(2) Show NSC documents only to the addressee of the sealed envelope containing the document. The addressee will determine routing requirements, if any.

(3) Limit administrative handling of NSC documents to an absolute minimum number of people.

b. When the Joint Staff is prohibited from reproducing an NSC document, the document will be hand carried, with the approval of the CJCS, to CMC to read. In this case, the document will be returned for filing in the Chairman's office.

c. As a general rule, NSC papers are distributed to the Services and appropriate agencies by the Joint Staff Distribution Center. The Marine Corps administrative handling procedures for positive control of NSC documents are as follows:

(1) The sealed envelope is receipted for at the Pentagon, Rm 5E531 by the JACO.

(2) The sealed envelope is then delivered to ARFB by courier and entered into their classified controlled documents system.

(3) The document will then be routed to the EA, DC/S PP&O for review. After review, it will be returned to ARFB and delivered to the appropriate department, division or command for action or disposition.

(4) Upon completion of any required action associated with the document, the document is returned to ARFB with guidance regarding appropriate routing or disposition instructions.

2. Memorandum of Policy 116 (MOP 116) Documents

a. Access and handling procedures for special plans not processed through normal administrative channels are contained in JCS MOP 116. As a minimum, the following safeguards apply:

(1) Access is on a "must-know" basis only.

(2) A Special Handling cover sheet is required during routing.

(3) Documents will be marked with the following caveat:

"Special handling of this document is required in accordance with JCS Memorandum of Policy 116. Hand-carry during routing. Access to this document is limited to those who must know the information."

(4) Documents must be delivered unopened to the designated Branch Chief.

b. The designated Branch Chief is responsible for promulgating separate procedures for the internal handling of MOP 116 documents when special procedures are required.

3. Documents Containing Sensitive Compartmented Information (SCI). The Headquarters and command SSO's are responsible for establishing procedures for the handling of SCI material. Those procedures are currently published in local orders. The instructions below are intended to reinforce those procedures.

a. Access and handling procedures for SCI material and documents are contained in DoD Directives S5200.17(M-2) and TS5001.2(M-1), respectively. SCI documents are normally delivered to HQMC via courier to the Control Point of the Director of Intelligence (INT(E)). Regardless of the means of delivery, all SCI documents must be entered into the central system at the Control Point (room 3135, extension 44537/43306).

(1) The only authorized work spaces at HQMC for handling, discussing, and processing SCI materials are the Control Point.

(2) The Control Point provides: storage, registration, reproduction, courier service, access lists, cover and disclosure sheets, administrative support, reading spaces, and a reference library. After-hour and weekend services must be arranged by 1630 on weekdays.

(3) Access to SCI material is on a "must-know" basis only. All persons granted access to a document will sign the disclosure sheet.

(4) All SCI materials will be transported in appropriately marked pouches (available at the Control Point) by a designated courier.

b. The following precautions will be taken for SCI materials:

(1) SCI materials may be stored only at the Control Point.

(2) SCI matters may be discussed only in the authorized spaces provided by the Director of Intelligence and only with those persons known to possess the required access.

(3) Access to SCI information must be verified by Control Point personnel or the HQMC Special Security Officer (SSO).

(4) SCI materials may not be left unattended.

c. Questions regarding handling, transporting, sanitizing, destruction, and reproduction of SCI materials must be directed to the HQMC SS05 at extension 45721/43250.

JOINT ACTION PROCESSING

CHAPTER 2

PROCESSING JOINT ACTIONS

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JOINT ACTION PROCESSING

CHAPTER 2

PROCESSING JOINT ACTIONS

2000. INTRODUCTION. Joint actions are staff papers which originate at the Joint Staff and are circulated among the Joint Staff directorates, the Services, and, when appropriate, Defense agencies. They are circulated to develop a coordinated position for use by the CJCS in advising the President, NSC, and the Secretary of Defense. They may be approved, often without direct addressal by the Joint Chiefs of Staff, under the provisions of JCS MOP 9. Reference (a) describes in detail the administrative instructions related to the handling of joint actions and should be read and understood by all who deal in joint actions.

2001. COORDINATION. Coordination of joint actions gives the Marine Corps an opportunity to contribute to and comment on joint actions. Coordination is one of the means the Commandant uses to provide military advice to the President, NSC, and the Secretary of Defense. Early involvement of Marine Corps Service Planners and AO's is crucial to the full development of an issue. Coordination normally takes place in two phases: preliminary and final coordination.

1. Preliminary coordination is normally accomplished at the AO level to gather information which identifies, clarifies, and strengthens the issue. After preliminary coordination, the Joint staff is obligated to staff the action again for final coordination before forwarding it for final disposition.

2. Final coordination is a request for formal concurrence or nonconcurrence on a proposed joint action. Final coordination is provided by the appropriate Marine Corps Service Planner. The provision of concurrence or nonconcurrence by the Marine Corps Service Planner represents the view of the Commandant of the Marine Corps.

3. Marine Corps Service Planners are expected to respond to issues for final coordination in a timely fashion. If a Planner recommends nonconcurrence, specific objections and supporting rationale must be provided. A concurrence with minor changes may also be a recommended position.

4. Substantive changes made to an action by the Joint Staff following final coordination must be coordinated again.

Generally, any change necessary to accommodate a nonconcurring view will be substantive and will require coordination with the other coordinating organizations.

2002. THE MARINE CORPS JOINT ACTION PROCESS. Joint actions may be generated internally by the Joint Staff or originate from agencies external to the Joint Staff. Actions for Marine Corps coordination are considered first by the appropriate Marine Corps Service Planner. If the Planner can provide the requested coordination, he does so immediately. If additional coordination/study is required or if the Planner is not conversant in the matter, he forwards the action to the appropriate branch, division, department or command. The assigned AO will then, working with his Branch Chief, take the necessary staff action to prepare a Marine Corps position for submission to the Marine Corps Service Planner for final coordination with the Joint Staff. Figure 2-1 depicts the action process. Note the place of the JACO. Although assigned to the Joint Staff Branch, the JACO supports the entire process with communications, coordination, and administrative support.

2003. RECEIPT OF AN ACTION. The JACO, located in Rm 5E531 of the Pentagon, will initially receipt for all joint actions. Following receipt of the joint action, the action is reviewed for distribution, entered into the JACO pending action list, and routed to the appropriate branch, division, department or command for action (Please note that AO level actions are not recorded into the JACO pending list). A route sheet or Joint Action Transmittal depicting required action will be attached to all joint staff action.

2004. IMMEDIATE ACTIONS. When the JACO passes an action to a Marine Corps Service Planner, the Planner takes action to expeditiously coordinate the matter, if possible. If unable to coordinate the matter immediately, the Planner transfers the action to the appropriate Branch Chief.

2005. CONTINUING ACTIONS. Marine Corps Branch Chiefs provide a recommended Marine Corps position upon receipt of the action, if possible, and return the action to the Marine Corps Service Planner for final coordination. If unable to immediately respond to the action, the Branch Chief provides necessary guidance to the AO who then sets out to develop the detailed Marine Corps position.

1. The AO is responsible for devising the foundation for the development of the Marine Corps position. The Commandant and the OpsDep rely on the AO to thoroughly research and logically present a position on the action item. The AO will:

a. Research the issue for existing policy, precedent, new information, the points of view of the other Services, etc.

b. Participate in meetings conducted by the Joint Staff AO.

c. Coordinate with other Service and Joint Staff AOs. Make every effort to educate the participants on the issues of concern to the Marine Corps and attempt to present the issue in as favorable a light as possible.

d. Coordinate with Headquarters branches, divisions, and departments, and other commands as necessary.

e. Seek guidance from the Branch Chief as necessary.

f. Provide preliminary coordination to the Joint Staff AO as required.

g. Prepare the recommended Marine Corps position for presentation to the Branch Chief. When appropriate or specified by the Branch Chief the Joint Action Briefing Sheets (JABS) from Chapter 3 of this Manual will be submitted.

2. The JACO provides administrative control and distribution on all JCS Form 136 actions. However, all preliminary JCS Form 136 coordinations and staff discussion will be made by the AO directly to the Joint Staff AO.

2006. CONCLUDING ACTIONS. When the Marine Corps Service Planner receives the recommended Marine Corps position from the Branch Chief, the position is reviewed and then conveyed to the Joint Staff as the Marine Corps final coordination. Alternatively, if the Marine Corps Service Planner believes that new Marine Corps policy is being forged, the planner will forward the position to the DepDpsDep/OpsDep recommending concurrence or nonconcurrence at the appropriate level. The AO has a continuing responsibility to chronologically trace the final Marine Corps position, the ultimate Joint Staff position, and the Chairman's decision. This information will be incorporated in the AO's file of the subject.

2007. CONTINUOUS COMMUNICATIONS. The linchpin to the entire process described above is continuous communications between the Marines involved. The Marine Corps Service Planners, Branch Chiefs, and AO's must be in constant communication to exchange initial thoughts, uncovered information, preliminary coordination, guidance, final coordination, Joint Staff positions, and decisions. Each member of the team must constantly ask himself three questions: "What do I know, who else needs to know, and what have I told them?"

2008. DOCUMENTS WHICH SUPPORT JOINT ACTION PROCESSING. Several documents support and record the steps of joint action processing.

1. The Action Directive. Some joint actions will be initiated by the circulation of an Action Directive (known as a "Blue Bullet" - example at figure 2-2). Upon receiving a tasking, the Joint Staff AO will normally circulate a Blue Bullet to the Services advising them that an action is forthcoming and soliciting the identification of points of contact for coordination. When received, the JACO will distribute the Blue Bullet to the cognizant branch, division, department, or command where an AO will be designated to establish liaison with the joint AO. It is incumbent upon the AO to establish initial liaison with the joint AO listed on the Blue Bullet.

2. JCS FORM 136. JCS Form 136 is a multi-purpose form (figure 2-3), similar to a HQMC route sheet. It is used to provide information related to an action, transmit documents, record coordination, etc. Reference (a) provides detailed instructions on the use of this form. It is essential that all Marines involved in processing joint actions know how to use JCS Form 136.

3. THE JOINT ACTION BRIEFING SHEET (JABS). The JABS is used as a concise briefing form for presenting a recommended position to the final coordinator. This is a Marine Corps form and is not authorized for distribution outside the Marine Corps. The JABS provides pertinent information about the action. A detailed description of the JABS follows (The letter following each subparagraph indicates a element of the form as depicted in figure 2-4.):

- a. Summary. Set forth a concise summary of what the paper should accomplish if eventually approved by the JCS, together with a statement of the basic issue under consideration. The pertinent conclusions of the paper may be included in this section, together with a specific statement as to what the Marine Corps is being

asked to approve. The attention of the Service Planner may be invited to key sections of the paper. The last sentence should state whether the paper, as written, is acceptable to the Marine Corps.

b. Problem. This paragraph will state clearly, concisely, and unequivocally the major factors which the Marine Service Planner must consider in taking action.

c. Background/Discussion. Utilizing the complete paper, its references, and the background knowledge of the AO, include the information necessary to orient the Service Planner to previous actions pertaining to the matter under consideration. Explain why the paper was written; e.g., "In response to request from SECDEF." The discussion portion of the basic paper is an analysis of the salient issues involved, together with their relationships to other matters. It sets forth the logic, or the danger, in the recommendations contained in the paper.

d. Recommendation. This is the specific action which is recommended to the Service Planner. Specific reference must be made to processing the paper. It may include one of the following:

(1) Approve the paper as written and process by telephone response.

(2) Sign the attached Marine Corps Divergent View/Marine Corps Service Planners Memorandum.

(3) Approve the paper as modified by the corrigendum and/or Divergent View and process by telephone response.

e. Coordination. This section is reserved to list the divisions, branches, sections, other Services, and agencies who were coordinated with in order to form a Marine Corps Position.

JOINT ACTION FLOW CHART

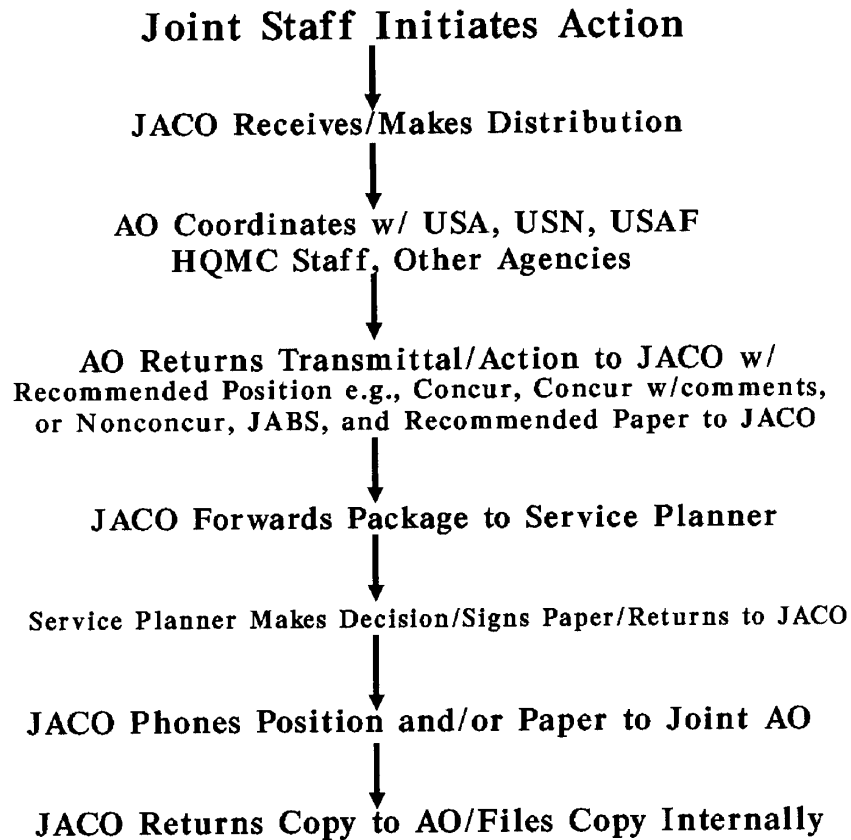


Figure 2-1 "Joint Action Process"

JOINT ACTION PROCESSING

J-1 2555/254-00/D
11 May 1990

MANPOWER AND PERSONNEL DIRECTORATE (J-1)

OUT-OF-CYCLE CHANGE TO THE FY 1990 JMP FOR NATIONAL
DEFENSE UNIVERSITY
(Ref: J-1 2555/254-00)

1. The reference has been referred to the Director, J-1 for appropriate action.

~::~--

2. The Chief, Manpower Management Division, will take the necessary action.

3. There will be an action officer meeting to discuss this action at 1430 on 17 May 1990 in the J-1 Conference Room, 1E841.

4. Names and telephone numbers of the Joint Staff, and Service action officers should be provided to the action officer listed below by 1600, 15 May 1990.

FOR THE DIRECTOR FOR MANPOWER AND PERSONNEL:

ROBERT S. STANLEY
Lieutenant Colonel, USAF
Military Secretary

DISTRIBUTION:
Services
J-5
J-7
J-8

REFERRED TO:
LTC David D. Fletcher, USA
Manpower Management Division
Ext 48171

Internal Coordination:
Personnel, Plans and
Policy Division, J-1

Joint Action Processing

JOINT STAFF ACTION PROCESSING FORM						
TO DJS	CLASSIFICATION UNCLASSIFIED	ACTION NUMBER 19 SEP 1991 J5 2557/303-00				
THRU					ORIG SUSPENSE 25 OCT 91	
SUBJECT DOD Instruction 5210.XX, "Diplomatic Security"					SJS SUSPENSE 21 OCT 91	
					ACTION	J-5 SUSPENSE 19 OCT 91
					APPROVAL	
					XXX SIGNATURE INFORMATION	
ACTION SUMMARY						
<p>1. Purpose. To provide OASD(C³I) with Joint Staff comments on their proposed* DOD Instruction 5210.XX, "Diplomatic Security."</p> <p>2. Background. OSD has negotiated a Memorandum of Understanding, 17 SEP 90, with Departments of State and Justice regarding overseas diplomatic security support. The Attorney General has provided guidelines for FBI supervision or conduct of espionage investigations of US diplomatic missions' personnel while abroad, 17 APR 90. OASD(C³I) proposes* a DODI 5210.XX, "Diplomatic Security," to implement the MOU and Attorney General guidelines.</p> <p>3. Discussion.</p> <p>a. The proposed* DODI is acceptable as written but is flawed in that the interface between DOD and Departments of State or Justice is not defined. At TAB is a proposed DJS memorandum in response which suggests DODI should provide ways and means for tech coordination with the Federal Departments by DIA and ASD(C3I) while OSD policy coordination responsibilities should be under the purview of the ASD(ISA).</p> <p>b. Service Secretaries and DIA were separately tasked for response. Services and DIA have received a copy of this package and are expected to concur with comment on the DODI along the lines proposed at TAB.</p> <p>4. Recommendation. DJS sign attached memorandum (TAB) to ASD(C³I).</p> <p>Attachment Reference: * SD Form 106, 26 Jul 91, DODI 5210.XX, "Diplomatic Security" (SJS 2557/303-00)</p>						
COORDINATION/APPROVAL						
OFFICE	NAME & DATE	EXT	OFFICE	NAME & DATE	EXT	
J-5	1-201 G. MICHAEL E. DYAN, USAF 19 SEP 91	19 SEP 91	LA	CMDR Ellison, USN 26AUG	x41777	
J-1	Col. Montman, USAF 30AUG	x46499	LC	COL Terry, USMC 22AUG	x71137	
J-3	CAPT Johnson, USN 29AUG	x52541	J-7	COL O'Connor, USMC 3SEP	x58851	
J-4	COL Magnus, USMC 26AUG	x70744	J-8	LTC Pusey, USA 26AUG	x79860	
J-6	Mr. Toma 28AUG	x57155				
ACTION OFFICER/DIV/PHONE: David A. Ellis, COL, USAF, POL Div, J-5, x32745						
DATE PREPARED 10 SEP 91	CLASSIFICATION UNCLASSIFIED					

JS FORM 136L
APR 91Internal Staff Paper, Release Covered by MOP 60
PREVIOUS EDITION OF THIS FORM MAY BE USED

Figure 2-3 "Example of a JCS Form 136"

JOINT ACTION BRIEFING SHEET (JABS)

DD Mmm 1991

From: Action Officer
To: Service Planner
Via: Branch Chief

SUMMARY

Summarize the JCS Form 136 and the proposed action to be taken. Last sentence should state whether the paper, as written, is acceptable to the Marine Corps.

PROBLEM

This paragraph will state clearly, concisely, and unequivocally the major factors which the Marine Service Planner must consider in his decision.

BACKGROUND/DISCUSSION

Give a short synopsis of the actions taken prior to the issuance of the JCS Form 136. Also discuss anything related that may not be addressed in the JCS Form 136 but are relative to the Marine Corps position.

RECOMMENDATION

Give your personal recommendation on what the Marine Corps Service Planner should do, i.e. "Recommend the Marine Corps Service sign the MCPM at Tab A."

COORDINATION

List the Departments, Divisions, Branches, Section, other Services, and agencies who were coordinated with when forming the recommended Marine Corps position.

a. USMC Department/Divisions:

List HQMC Sections that the JCS Form 136 was coordinated.

b. Other Service/Agency Positions:

Army: Concur/Nonconcur and reasons for, if applicable
Navy: Concur/Nonconcur and reasons for, if applicable
Air Force: Concur/Nonconcur and reasons for, if applicable
Other: List other Agencies positions

Very respectfully,
AO's Signature

CLASSIFICATION

Figure 2-4 Joint Action Briefing Sheet (JABS)

2-14

*** This should be limited to One Page ***

JOINT ACTION BRIEFING SHEET (JABS)

DD Mmm 1991

From: Action Officer
To: Service Planner
Via: Branch Chief

SUMMARY

Summarize the JCS Form 136 and the proposed action to be taken. Last sentence should state whether the paper, as written, is acceptable to the Marine Corps.

PROBLEM

This paragraph will state clearly, concisely, and unequivocally the major factors which the Marine Service Planner must consider in his decision.

BACKGROUND/DISCUSSION

Give a short synopsis of the actions taken prior to the issuance of the JCS Form 136. Also discuss anything related that may not be addressed in the JCS Form 136 but are relative to the Marine Corps position.

RECOMMENDATION

Give your personal recommendation on what the Marine Corps Service Planner should do, i.e. "Recommend the Marine Corps Service sign the MCPM at Tab A."

COORDINATION

List the Departments, Divisions, Branches, Section, other Services, and agencies who were coordinated with when forming the recommended Marine Corps position.

a. USMC Department/Divisions:

List HQMC Sections that the JCS Form 136 was coordinated.

b. Other Service/Agency Positions:

Army: Concur/Nonconcur and reasons for, if applicable
Navy: Concur/Nonconcur and reasons for, if applicable
Air Force: Concur/Nonconcur and reasons for, if applicable
Other: List other Agencies positions

Very respectfully,
AO's Signature

CLASSIFICATION

Figure 2-4 Joint Action Briefing Sheet (JABS)

2-14

*** This should be limited to One Page ***

JOINT ACTION PROCESSING

CHAPTER 3

PREPARATION AND SUBMISSION OF JOINT
CORRESPONDENCE

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JOINT ACTION PROCESSING

CHAPTER 3

PREPARATION AND SUBMISSION OF JOINT CORRESPONDENCE

3000. GENERAL. From time-to-time it is necessary to officially correspond with the Joint Staff or JCS members. The instructions detailed in this chapter provide guidance for preparing and submitting correspondence to the Joint Staff and members of the Joint Chiefs of Staff. Certain types of papers may be prepared as a form of communication between members of the Joint Chiefs of Staff, but for the most part, papers are submitted to the Joint Staff to express dissenting views or proposed resolution of an issue by the Marine Corps.

3001. PAGE AND PARAGRAPH FORMAT. There are essentially two formats used in papers submitted to express Service divergent views or concerns with an action; narrative format and change format.

1. Narrative Format. Narrative format is used to make general comments on a joint action or on particular portions of the action. The narrative format is written as a standard memorandum, single spaced, with standard paragraph numbering conventions.

2. Change Format. The change format is used to recommend specific changes on a joint action. Changes should be identified as critical, major, substantive, or administrative. Main paragraphs will be numbered using standard paragraph numbering conventions. All recommended changes will be listed under one paragraph. Changes will be numbered beginning with MC-1 (Marine Corps-1) and numbered consecutively throughout the paper. All recommended changes will be accompanied by justification for the change. The use of right margin line numbers is not required, however, they may be used when deemed necessary. The following is the format to be used in recommending a specific change to a paper.

MC-1. (U) Page 67, paragraph 3. Change to read:

"3. The Services will nominate..."

REASON. (U) Clarification.

3. Combining Narrative and Change Formats. At times it is necessary to provide specific changes as well as narrative comments. When this occurs, narrative comments will be at the first part of the paper, i.e., paragraphs 1 through X, and single spaced. The recommended changes in change format will be listed at the latter part of the paper; one spacing will change to double space at the "changes" portion of the paper.

4. Paper Control Numbers. All papers submitted to the Joint Staff are assigned control numbers by the JACO. The AO preparing a paper will obtain a control number for the paper from the JACO prior to submitting the paper to the Service Planner for signature.

5. Briefing Books. Procedures for preparing briefing books are detailed in Chapter 4 of this Manual.

3002. PAPERS EXPRESSING SERVICE VIEWS

1. Marine Corps Action Officer Memorandum (MCAOM). MCAOM's are prepared, signed and submitted by the cognizant AO to provide a written response on a joint action that is circulated for AO level coordination. The use of MCAOM's is not always necessary. Every attempt should be made to resolve issues informally at the AO level. When AO concerns cannot be satisfied informally, a MCAOM should be submitted. MCAOM's will be addressed to the Joint Staff AO and prepared in the format shown at figure 3-1. MCAOM's will be signed, numbered, and forwarded with 6 copies to the JACO for distribution. MCAOM's DO NOT represent a formal Marine Corps position.

2. Marine Corps Planner's Memorandum (MCPM). Service Planner's memoranda are prepared by the cognizant AO and signed by the cognizant Service Planner on actions that are circulated for Planner level coordination or review. They provide a vehicle to surface concerns, correct factual errors or propose a different form of words to the joint action. They WILL NOT be submitted to express divergent views on actions. A MCPM represents a formal Marine Corps position. MCPM'S will be addressed to the Director of the Joint Staff Directorate initiating the joint action. They will be prepared in the format shown at figure 3-2, signed, numbered, and forwarded to the JACO, for copy and distribution.

3. Marine Corps Planner's Divergent View (MCPDV). A MCPDV is used to convey Service divergent views with the Joint Staff's proposed response to a joint action which has been circulated for final coordination. MCPDV's will provide a sound, concise, accurate presentation of the Marine Corps' position. They must specifically identify what is objectionable to the Marine Corps and why and, when appropriate, recommend changes. They will be written in a positive manner using short, direct sentences. When one or more other Services share the Marine Corps' view of the Joint Staff paper, a Joint Divergent View may be sent. MCPDV's are signed by the appropriate Marine Corps Service Planner and addressed to the Director of the Joint Staff Directorate originating the action.

They may NOT request conscious addressal of an issue, i.e., addressal at a formal JCS meeting. However, they DO represent a formal Marine Corps position. If conscious addressal is required, a Marine Corps Divergent View should be prepared for signature at the appropriate level of addressal. MCPDV's will be prepared by the cognizant AO, as shown in figure 3-3, and forwarded to the JACO for processing and Service Planner signature. The Service Planner will brief the DepOpsDep or OpsDep regarding the proposed MCPDV to ensure it accurately reflects the Marine Corps position. Once the MCPDV has been approved and signed, the JACO will distribute the MCPDV to the Services and Joint Staff.

4. Marine Corps Divergent View (MCDV). MCDV's will be submitted to address Marine Corps divergent views on actions circulated for DepOpsDeps or OpsDeps decision. They will be submitted to the authority approving the Joint Staff position: the Director of the Joint Staff, Vice Director, or Director of the initiating Directorate. MCDV's may be signed by the OpsDep or DepOpsDep; the signature level will be dictated by the originator of the original action. A MCDV may be used to request conscious addressal of issues at the level of the member signing the paper, i.e., the DepOpsDep signs a MCDV requesting a JCS DepOpsDep meeting agenda item. The cognizant AO is responsible for preparing the MCDV, as shown in figure 3-4, for processing through the JACO. Once approved and signed, the JACO will distribute the paper to the Joint Staff and the Services, providing a copy to the AO.

5. Commandant of the Marine Corps Divergent View (CMCDV). This is the highest level of addressal of Marine Corps divergent views for papers distributed on joint matters. The CMCDV will be submitted to the Joint Chiefs of Staff, as a corporate body, to address divergent views on actions which are contentious enough to merit this level of addressal. The CMCDV may only be signed by the Commandant, or the Assistant Commandant in an Acting status. The CMCDV will be prepared by the cognizant AO in the format shown in figure 3-5, and forwarded to the JACO for distribution. Submission of a CMCDV will result in conscious addressal at a formal meeting of the Joint Chiefs of Staff. However, the CMCDV must specifically request addressal of the issue by the Joint Chiefs. If addressal by the Joint Chiefs does not achieve an agreement on the CMCDV issue, and CMC desires to further emphasize or clarify the Marine Corps position, a Commandant of the Marine Corps Memorandum (See paragraph 3003.2.) will be prepared, in lieu of an additional CMCDV, for submission to the Joint Chiefs of Staff and possibly the Secretary of Defense.

3003. PAPERS USED AS A FORM OF COMMUNICATION BETWEEN MEMBERS OF THE JOINT CHIEFS OF STAFF

1. Marine Corps Operations Deputy Memorandum (MCODM). The purpose of the MCODEM is to provide a vehicle for official correspondence between the OpsDeps and DJS or the DepOpsDeps and VDJS. It may be signed by either the OpsDep or the DepOpsDep, addressed to counterparts at their respective levels. The MCODEM may address new issues which require attention or request conscious addressal of a particular issue. MCODEM's will be prepared by the cognizant AO in the format shown in figure 3-6 and incorporated in a briefing book, using a JABS as the briefing memoranda, when required. The briefing book will be forwarded through the JACO. Once the MCODEM is signed, the JACO will distribute it to the addressees with a signed copy back to the AO.

2. Commandant of the Marine Corps Memorandum (CMCM). This paper, carrying the same signature requirements as the CMCDV, is submitted to the Joint Chiefs of Staff and possibly the Secretary of Defense. It is used to request formal action by the Joint Chiefs of Staff, normally on issues that have not been addressed previously. It may also be used as a form of official correspondence with other JCS members. More frequently, the CMCM is used to represent the position of the Commandant of the Marine Corps to the Secretary of Defense on issues which could not be agreed upon by the Joint Chiefs of Staff. In accordance with the DoD Reorganization Act of 1986, the Chairman, Joint Chiefs of Staff must submit all dissenting views of Service Chiefs to the Secretary of Defense for final disposition. The CMCM will be prepared (figure 3-7) by the cognizant AO and submitted for signature in a briefing book, through the JACO. The JACO will distribute the CMCM to the appropriate officials after signature. The CMCM is the only joint paper authorized for release outside of joint planning circles.

3004. MARKING OF TOP SECRET MATERIAL. Figure 3-8 depicts the correct administrative marking of all Top Secret material. Top Secret material requires that the exact number of pages and copies be recorded, and a continuous chain of receipts be maintained for 2 years.

3005. DISTRIBUTION OF JOINT PAPERS. Joint papers are distributed in accordance with the following:

Paper	To	# of Copies
MCAOM	Joint AO	Original + 1
	MC JACO	1
	AO	1
	Service AO's	1 each
		6 copies total
MCPM	Joint AO	Original + 1
	MC JACO	1
	AO	1
	Service AO's	2 each
		9 copies total
MCPDV	Joint AO	Original + 1
	MC JACO	1
	AO	1
	Service AO's	2 each
		9 copies total
MCDV	JCS Dist	Original + 3
	MC JACO	1
	AO	1
	Service AO's	2 each
		11 copies total
CMCDV	JCS Dist	Original + 3
	MC JACO	1
	AO	1
	Service AO's	2 each
		11 copies total
MCODM	JCS Dist	Original + 3
	MC JACO	1
	AO	1
	Service AO's	2 each
		11 copies total
CMCM	JCS Dist	Original + 3
	MC JACO	1
	AO	1
	Service AO's	2 each
		11 copies total

CLASSIFICATION

From: Major I. M. AO, Joint Staff Branch, Plans Division, Plans,
Policies and Operations Department

To: LTC I. M. JTAO, USA, Long Range Strategy Branch, Strategy
Division, Strategic Plans and Policy Directorate, J-5
Directorate, Joint Staff

Subj: (U) THE SUBJECT SHOULD BE CAPITALIZED ENTIRELY

1. (U) The first paragraph should clearly state the AO's positions,
i.e., "subject to the incorporation of the following changes, I
concur in the document."

2. (U) The second paragraph can be either narrative or, if there
are no narrative comments, list the specific recommended changes
for the document. An example of a narrative comment is:

"2. (U) The document fails to correctly identify the organization
of a Marine Air/Ground Task Force..."

An example of the specific change format is:

"2. (U) Specific changes:

MC-1. (U) Page 18, para. 4, line 11; change to read:

"Representing the United States Implementing
standardization agreements on combined terminology..."

REASON: (U) Redundancy within paragraph 3 and 4. Change will
also specify a responsibility of the J-7 Director.

3. (U) The third and subsequent paragraphs may include endorsing
statements of other Service positions or recommendations to hold AO
meetings, and may also list a Headquarters Marine Corps Point of
Contact.

CLASSIFICATION

Figure 3-1.--Marine Corps Action Officer Memorandum

CODE
MCAOM ###-91
DD Mmm 1991

Subj: (U) THE SUBJECT SHOULD BE CAPITALIZED ENTIRELY

4. (U) The closing paragraph should include a statement that clarifies the position of the AO, i.e., "the addition of the above recommendations will satisfy my concerns," or "subject to the foregoing, I concur in the subject document."

I. M. AO

CLASSIFICATION

MEMORANDUM FOR THE DIRECTOR, J-___, THE JOINT STAFF

Subj: (U) THE SUBJECT SHOULD BE CAPITALIZED ENTIRELY

1. (U) The first paragraph should clearly state a Marine Corps positions, i.e., "we concur in the paper as written", or "the Marine Corps concurs in the paper subject to the incorporation of the below listed changes."

2. (U) The second paragraph can be either narrative or, if there are no narrative comments, list the specific recommended changes for the document. An example of a narrative comment is:

"2. (U) The document fails to correctly identify the organization of a Marine Air/Ground Task Force..."

An example of the specific change format is:

"2. (U) Specific changes:

MC-1. (U) Page 18, para. 4, line 11; change to read:

"Representing the United States Implementing
standardization agreements on combined terminology..."

REASON: (U) Redundancy within paragraph 3 and 4. Change
will also specify a responsibility of the J-7 Director.

3. (U) Subsequent paragraphs may include endorsing statements of other Service positions, recommendations to hold AO or Planner meetings, and may also list a Headquarters Marine Corps Point of Contact.

CLASSIFICATION

Figure 3-2.--Marine Corps Planner's Memorandum

CODE
MCPM ###-91
DD Mmm 1991

Subj: (U) THE SUBJECT SHOULD BE CAPITALIZED ENTIRELY

4. (U) The closing paragraph should include a statement that clarifies the position of the MCPM, i.e., "the addition of the above recommendations will satisfy Marine Corps concerns."

I. M. PLANNER
Colonel, U.S. Marine Corps
Marine Corps Service Planner

CLASSIFICATION

Figure 3-2.--Marine Corps Planner's Memorandum

CLASSIFICATION

MEMORANDUM FOR THE DIRECTOR, J-___, THE JOINT STAFF

Subj: (U) THE SUBJECT SHOULD BE CAPITALIZED ENTIRELY

1. (U) The first paragraph should clearly state a Marine Corps position, i.e., we nonconcur in the paper as written," or "the Marine Corps nonconcurs in the subject paper due to the following:"

2. (U) The second paragraph can be either narrative, discussing the specific problem that concerns the Marine Corps about the joint action, or, if there are no narrative comments, list the specific recommended changes for the document. An example of a narrative comment is:

"2. (U) The document fails to correctly identify the organization of a Marine Air/Ground Task Force..."

An example of the specific change format is:

"2. (U) Specific changes:

MC-1. (U) Page 18, para. 4, line 11; change to read:

"Representing the United States Implementing
standardization agreements on combined terminology..."

REASON: (U) As written, incorrectly specifies the principal purpose of the Directorate.

3. (U) The third and subsequent paragraphs may include endorsing statements of other Service positions, recommendations to hold AO/Planner meetings, and may also list a Headquarters Marine Corps Point of Contact.

CLASSIFICATION

Figure 3-3.--Marine Corps Planner's Divergent View

CODE
MCPDV ii##-91
DD Mmm 1991

Subj: (U) THE SUBJECT SHOULD BE CAPITALIZED ENTIRELY

4. (U) The closing paragraph should include a statement that clarifies the position of the MCPDV, i.e., "the addition of the above recommendations will satisfy Marine Corps concerns."

I. M. PLANNER
Colonel, U.S. Marine Corps
Marine Corps Service Planner

CLASSIFICATION

Figure 3-3.--Marine Corps Planner's Divergent View

CLASSIFICATION

MEMORANDUM FOR THE (VICE) DIRECTOR OF THE JOINT STAFF

Subj: (U) THE SUBJECT SHOULD BE CAPITALIZED ENTIRELY

1. (U) The first paragraph should clearly state a Marine Corps positions, i.e., (we nonconcur in the paper as written, the Marine Corps nonconcurs in the subject paper due to the following:).

2. (U) The second paragraph can be either narrative, discussing the specific problem that concerns the Marine Corps about the joint action, or, if there are no narrative comments, list the specific recommended changes for the document. An example of a narrative comment is:

"2. (U) The document fails to correctly identify the organization of a Marine Air/Ground Task Force..."

An example of the specific change format is:

"2. (U) Specific changes:

MC-1. (U) Page 18, para. 4, line 11; change to read:

"Representing the United States Implementing
standardization agreements on combined terminology..."

REASON: (U) As written, incorrectly states the principal purpose of the Directorate.

3. (U) The third and subsequent paragraphs may include endorsing statements of other Service positions, recommendations to hold AO/Planner meetings, and may also list a Headquarters Marine Corps Point of Contact.

CLASSIFICATION

Figure 3-4.--Marine Corps Divergent View

CODE
MCDV ###-91
DD Mmm 1991

Subj: (U) THE SUBJECT SHOULD BE CAPITALIZED ENTIRELY

4. (U) The closing paragraph should include a statement that clarifies the position of the MCDV, i.e., "the addition of the above recommendations will satisfy Marine Corps concerns" or, if desired, include a request for conscious addressal of the issue at the appropriate level JCS meeting (DEPOPSDEP or OPSDEP).

I. M. OPSDEP
Lieutenant General, U.S. Marine Corps
Marine Corps Operations Deputy to the
Joint Chiefs of Staff

or

I. M. DEPOPSDEP
Major General, U.S. Marine Corps
Marine Corps Deputy Operations Deputy
to the Joint Chiefs of Staff

CLASSIFICATION

Figure 3-4.--Marine Corps Divergent View

CODE
CMCDV ##-91
DD Mmm 1991

CLASSIFICATION

VIEW OF THE COMMANDANT OF THE MARINE CORPS

on

Subject (U)

1. (U) This memorandum should be written in first person as it is the personal view of the Commandant of the Marine Corps. Being a divergent view it should state a clear position of the Marine Corps and what steps need to be taken in order to satisfy that position.

CMC's Signature

CLASSIFICATION

Figure 3-5.--Commandant of the Marine Corps Divergent View

CLASSIFICATION

MEMORANDUM FOR THE (VICE) DIRECTOR OF THE JOINT STAFF

Subj: (U) THE SUBJECT SHOULD BE CAPITALIZED ENTIRELY

1. (U) The first paragraph should clearly state the Marine Corps position, i.e., "I concur in the proposed paper subject to incorporation of the following comments:" A Marine Corps Operations Deputy Memorandum may also request a conscientious addressal of a particular subject.
2. (U) The second paragraph should discuss, normally in the narrative format, the specific problem that concerns the Marine Corps regarding the proposed document.
3. (U) The third and subsequent paragraphs may include endorsing statements of other Service positions, and may also list a Headquarters Marine Corps Point of Contact.
4. (U) The closing paragraph should include a statement that clarifies the position of the MCO DM, i.e., "the addition of the above recommendations will satisfy Marine Corps concerns.", and/or request that the recommended subject be discussed at the appropriate level JCS meeting (DEPOPSDEP or OPSDEP).

I. M. OPSDEP
Lieutenant General, U.S. Marine Corps
Marine Corps Operations Deputy to the
Joint Chiefs of Staff

or

I. M. DEPOPSDEP
Major General, U.S. Marine Corps
Marine Corps Operations Deputy
to the Joint Chiefs of Staff

CLASSIFICATION

Figure 3-6.--Marine Corps Operations Deputy Memorandum

CLASSIFICATION

MEMORANDUM BY THE COMMANDANT OF THE MARINE CORPS

for the

JOINT CHIEFS OF STAFF

on

Subject (U)

1. (U) This memorandum will be used to express concerns of the Commandant to the Joint Chiefs of Staff on issues that are not already active.
2. (U) This may also be used as a form of communication with other members of the Joint Chiefs of Staff.
3. (U) The memorandum will be standard single spaced format.

CMC's signature

CLASSIFICATION

Figure 3-7.--Commandant of the Marine Corps Memorandum

Example of Top Secret Classification Markings

*Classified by: ____
Declassify on: ____

TOP SECRET

(Page ____ of ____ Pages)
(Copy ____ of ____ Copies)

* Required on first page only

Figure 3-8.--Example of Top Secret Classification Markings

JOINT ACTION PROCESSING

CHAPTER 4

PREPARATION OF BRIEFING BOOKS FOR
JCS AGENDA ITEMS

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JCS AGENDA	4002	4-3
OVERVIEW OF AGENDA ITEMS	4003	4-5
BRIEFING BOOKS	4004	4-6
ASSEMBLY OF BRIEFING BOOKS	4005	4-7
BRIEFING AND DEBRIEFING AGENDA ITEMS	4006	4-8
RETURN OF BRIEFING BOOKS	4007	4-11

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JOINT ACTION PROCESSING

CHAPTER 4

PREPARATION OF BRIEFING BOOKS FOR JCS AGENDA ITEMS

4000. GENERAL. Methods have previously been discussed in this Manual by which issues may be resolved without direct addressal by the DepOpsDeps, OpsDeps, or the Joint Chiefs of Staff. This chapter will explain how items are addressed at JCS meetings. Included in this chapter are the DepOpsDeps, OpsDeps, and JCS meeting schedule, the publication and distribution schemes of the JCS agenda, the preparation of agenda item briefing books, and the briefing requirements associated with items appearing on the JCS agenda.

4001. DEPOPSDEP, OPSDEPS, AND JCS MEETINGS

1. Each week the DepopsDep, OpsDeps, and Joint Chiefs of Staff meet to consider items that have been placed on their respective agendas. These agenda items may be the result of contentious issues previously discussed, or other information or decision briefings presented by the Joint Staff, Defense agencies, or members of the U.S. or foreign military commands. Though special meetings may be convened from time-to-time, meetings are normally held in accordance with the following schedule:

JCS Body	Tuesday	Wednesday	Friday
DepOpsDeps	1000		
OpsDeps		1000	1000
JCS/OpsDeps	1400	1400	1400
SecDef/JCS	1430		

2. The OpsDeps attends all meetings of the Joint Chiefs of Staff except when the CJCS and Service Chiefs meet in executive session.

4002. JCS AGENDA

1. The Special Assistant for Joint Matters in the Office of the Director, Joint Staff publishes a daily listing which forecasts

items to be considered at the DepOpsDeps, OpsDeps, and JCS meetings. From this listing, the JACO publishes and distributes the agenda for the next meeting and a projected agenda for three meetings beyond the next (figures 4-1 and 4-2 respectively). Prior to publishing the agenda, the JACO will notify the cognizant Branch Chiefs of items which appear on the agenda. Upon notification of a forthcoming item, the Branch Chief will identify the AO to be responsible for the preparation of the briefing book and the oral briefing of the item. The agenda is published daily by 1000 for the next meeting; for example, on Tuesday, Wednesday's agenda and the projected agenda for Friday through Wednesday are published. Distribution of agenda items is as follows:

- 1 - CMC's Office
- 1 - ACMC's Office
- 3 - OpsDep's Office
- 5 - Plans Division, PP&O
- 2 - Operations Division, PP&O
- 1 - Deputy Chief of Staff for Manpower and Reserve Affairs
- 1 - Deputy Chief of Staff for Installations and Logistics
- 2 - Assistant Chief of Staff, C4I2
- 1 - Assistant Chief of Staff, R&P
- 1 each - Other Headquarters departments, divisions and CG's when an item under their cognizance appears on the agenda

2. On the morning of the scheduled meeting, the JACO will publish the most current agenda for that day's meeting. It is important to note that changes to meeting agenda occur frequently and, on many occasions, only minutes before a meeting is to convene. For this reason, Branch Chiefs and AO's should be prepared to respond on short notice to changes in the agenda. This requirement will be discussed in greater detail later in this chapter.

4003. OVERVIEW OF AGENDA ITEMS

1. Items appearing on the agenda require the utmost attention of the cognizant AO. HQMC branches, divisions, and departments, and commands such as MCCDC and MARCORSYSCOM will give priority to joint actions over all other staff actions. Agenda items for scheduled meetings will be reflected on the agenda published by the JACO and will normally be in the form of:

a. Discussions. Discussions are items to which there is no briefing. They normally occur when there is a visiting dignitary meeting with the Joint Chiefs of Staff.

b. Information Briefings. Information briefings are just that; a briefer presents information which is discussed or noted by the members in the meeting. No decision is required.

c. Decision Briefings. Decision briefings are presented to obtain the approval of the Joint Chiefs of Staff on Issues which require that level of addressal because of dissenting views or when a corporate policy decision is required.

2. AO Responsibilities. To ensure that the CMC, OpsDep, and DepOpsDep are fully prepared to consider and discuss items appearing on the agenda, the Marine Corps AO is responsible for:

a. Contacting the Joint Staff AO listed for the agenda item. This contact is essential to obtain all available information that will assist in formulating a Marine Corps position and briefing the CMC, OpsDep, and DepOpsDep. For items that are scheduled as decision briefings, immediate contact with the joint AO is critical. The Marine Corps AO should obtain all information available regarding the briefing. As a minimum, this would include briefing slides, script, and some indication of the other Services' positions on the issue. This information is essential for the effective participation of the CMC, OpsDep, and DepOpsDep in their respective meetings.

b. Preparing the briefing books, in the proper format, for submission to the Service Planner, Plans Division by 1500 the day prior to the brief. AO's are required to comply with the administrative instructions in this Manual.

c. Providing an oral brief on the agenda item to the OpsDep and DepOpsDep, and possibly CMC. The brief will occur on the day the

item is to be discussed in the respective meetings. The AO may also provide a oral brief to the CMC as deemed necessary by the OpsDep or DepOpsDep.

d. Attending the debrief of the meeting at which the agenda item was discussed.

4004. BRIEFING BOOKS. A briefing book for an agenda item is an orderly collection of documents and information assembled for use by the CMC, OpsDep, and DepOpsDep in their respective meetings. Each agenda item is summarized in a concise point paper (figure 4-3), talker (figure 4-4), and clerical details for talking papers (figure 4-5). Consolidated briefing books for the CMC, ACMC, OpsDep, and DepOpsDep are compiled from individual agenda-item briefs the day prior to the scheduled meeting. These books are carried to the respective meetings by the members attending. Cognizant Branch Chiefs will ensure preparation of their agenda item briefing book is coordinated with the JACO and Marine Corps Service Planner and that the briefing book is delivered to the Plans Division by 1500 the day before the brief.

1. Number of Briefing Books Required. The number of briefing books required depends on whether the agenda item is to be discussed during a morning meeting (OpsDeps or DepOpsDeps) or afternoon meeting (JCS). Accordingly, the JACO in coordination with the AO's will supervise the Plans Administration Section to prepare briefing books in the quantity indicated below:

Number of Briefing Books Required

For Morning Items			For Afternoon Items (Note 1)		
	OpsDep	- 1		CMC	- 1
	DepOpsDep	- 1		ACMC	- 1
	EA to OpsDep	- 1 (Note 2)		OpsDep	- 1
	DepDir, Plans Div	- 1 (Note 2)		DepOpsDep	- 1
	Service Planner	- 1		Service Planner	- 1
	AO	- 1		EA to OpsDep	- 1 (Note 2)
				DepDir, Plans Div	- 1 (Note 2)
				AO	- 1

Note 1. For items to be discussed in both sessions, jointly the JACO and AO's will prepare briefing books in the quantity indicated for afternoon items.

Note 2. The EA to the OpsDep and the Deputy Director, Plans Division receive condensed versions of the consolidated agenda books. To save materials and assembly time, those two books have only the point paper and talker for each agenda item.

2. Submission to Marine Cords Service Planner, Plans Division.

With concurrence of Branch Chiefs, briefing books are to be submitted to the Service Planner, Plans Division via the JACO, no later than 1500 on the day prior to the meeting in which the item is scheduled. Adherence to this requirement is essential to allow for the following:

a. Review of the briefing book by the Service Planner for proper assembly, completeness, and placement in the CMC, ACMC, OpsDep, and DepOpsDep briefing books which are taken to the meeting.

b. Early review of ALL briefing books for substance and familiarization by the Service Planner, DepOpsDep, and the OpsDep.

3. Briefing books incorrectly assembled or requiring substantial modification will be returned to the AO for correction. For this reason, AO's who work outside of the Navy Annex should bring with them a floppy diskette containing all originated material, and coordinate for the use of compatible word processing equipment prior to their departure from their work place. In the event corrections or modifications are required, it is the responsibility of the AO to ensure that corrections or modifications are made and the briefing books are expeditiously returned to the JACO or Service Planner. Delaying these requirements until the morning of the scheduled meeting will be approved only by the Service Planner. It is essential that the AO and respective Branch Chief be available to answer questions or clarify issues when the item is being reviewed for content and administrative accuracy. Branch Chiefs and AO's will not secure for the day until their briefing book has been approved by the Service Planner and the next day's briefing coordinated with the Deputy Director, Plans Division.

4. If circumstances preclude the timely submission of briefing books, it is imperative that the AO notify the Service Planner or JACO as soon as the delay becomes apparent. The AO should then be prepared to give an oral briefing to the Service Planner on the substance of the item, as known.

4005. ASSEMBLY OF BRIEFING BOOKS

1. It is important that the AO and JACO ensure the briefing books conform with the prescribed standards. Each paper should be in its appropriate place for the convenience of the reader.

2. All documents and papers appended to the brief will be assembled according to the following system. The briefs will be incorporated in the consolidated briefing book in the order the items appear on the meeting agenda. The briefs will have a numbered tab. Each agenda item will have a talker and concise point paper as the introductory documents immediately after the numbered tab. Any document referred to in and appended to the point paper will be identified by an alphabetical tab. Letters will begin with "A" for each agenda item. This system will allow AO's to develop position papers independently; they will only have to know the order of inclusion in the briefing book, which is derived from the agenda.

4006. BRIEFING AND DEBRIEFING AGENDA ITEMS. Paragraph 4001.1 provides the normal schedule for meetings attended by the DepOpsDepts, OpsDepts, and the Joint Chiefs of Staff. An essential element in preparing the CMC, OpsDep, and DepOpsDep for scheduled meetings is the briefing of agenda items by cognizant AO's.

1. The briefing of agenda items is normally scheduled for 0800 on Tuesdays, Wednesdays, and Fridays in Room 2018. Attendance at these briefings is generally limited to the principals listed below or their designated representatives:

- a. Marine Corps Operations Deputy
- b. Marine Corps Deputy Operations Deputy
- c. Director, Operations Division
- d. Executive Assistant to the OpsDep
- e. Deputy Director, Plans Division
- f. Service Planner, Plans Division

g. Branch Chiefs and AO's for scheduled agenda items. (Attendance is MANDATORY). Representatives of HQMC divisions and departments and other commands with major interest in a particular item will be invited to attend on a case-by-case basis.

2. If considered necessary by the OpsDep or DepOpsDep, the briefing of an item for the CMC will be scheduled prior to his departure for the JCS meeting. Briefings will be conducted in the CMC's office

of an item for the CMC will be scheduled prior to his departure for the JCS meeting. Briefings will be conducted in the CMC's office attended by the OpsDep, DepOpsDep, Service Planner, and the Branch Chiefs and AO's having cognizance of the item to be briefed. Briefings for the CMC are normally scheduled 30 minutes prior to his departure for the JCS meeting. From time-to-time, the CMC may call for his briefing in his office at the Pentagon, Room 2E914.

3. The Briefing

a. The oral briefing is important in preparing the CMC, OpsDep, and DepOpsDep for their respective meetings. While the briefing book prepared by the AO provides meeting attendees with a valuable ready-reference to be used during the meeting, the oral briefing is essential as it conveys the proposed Marine Corps position to the CMC, OpsDep, or DepOpsDep. The briefing also allows for the presentation and discussion of views and circumstances which cannot be expanded upon in the AO's briefing book.

b. The briefing is a vital tool. The CMC, OpsDep, and DepOpsDep rely upon the information presented in this briefing to assist in the formulation of their positions. It is imperative that each briefing be precise, accurate, and factual. The cognizant AO must remember that the CMC, OpsDep, and DepOpsDep must be as knowledgeable as the AO to ensure effective Marine Corps addressal of the item at a scheduled meeting.

4. How and What to Brief

a. Assumptions. The briefer must be prepared for one or all of the following possibilities:

(1) The CMC, OpsDep, or DepOpsDep may not be familiar with the issue at all.

(2) Time constraints may preclude the briefer from providing an in-depth brief of the item. This possibility will require the AO to get to the heart of the issue quickly or to only field questions posed by the CMC, OpsDep, and DepOpsDep.

(3) The introduction of new documents related to the item only moments before the briefing, necessitating a quick analysis and possible change to the briefing by the AO.

(4) During the briefing, discussion may lead to a change in emphasis or position. If this occurs, the AO would begin an

immediate reconstruction or modification of his briefing book upon conclusion of the briefing to accommodate required changes in emphasis or position. If modification is to be substantial, the AO may need to leave the briefing immediately upon conclusion of the brief to begin corrective action.

b. Content. A stereotyped briefing format should be avoided. The key issue of the subject must be the salient point of the briefing. Briefers should not read their briefing as the DepOpsDep and OpsDep typically will have reviewed the briefing book prior to AO presentation. Talker outlines are recommended as an alternative to a prepared script. When briefing an item, the briefer should adhere to the following sequence:

(1) Identify the substance of the issue being addressed in one or two concise sentences.

(2) Briefly describe the action the Joint Staff paper or briefing is attempting to accomplish.

(3) Identify the solution as proposed in the Joint Staff paper or briefing.

(4) Identify any previous action (JCS or unilateral) on the same issue.

(5) Identify any related ongoing actions.

(6) Identify other Service positions and the rationale for their positions.

(7) Identify the originator's consideration of any nonconcurrency.

(8) Identify any' views of the unified and specified commands or other governmental agencies.

(9) Identify major points of interest to the Marine Corps.

(10) Provide a clear and concise recommended Marine Corps position to include supporting rationale. It is critical that the proposed position and supporting rationale be able to withstand the close scrutiny of the other members of the Joint Chiefs of Staff and their respective OpsDeps, DepOpsDeps, and staffs.

5. Debriefs. Debriefs for agenda items discussed at DepOpsDeps, OpsDeps, or JCS meetings will normally be held on the same day as

OpsDeps, or JCS meetings will normally be held on the same day as the meetings. Attendees at debriefs will include those individuals who attended the morning briefing. Since the afternoon JCS meetings do not usually conclude before 1630, AO's and their Planners will not secure prior to the debrief. The Deputy Director, Plans Division will notify AO's of the time of the debrief upon return of the OpsDep or DepOpsDep. Attendance at debriefs by AO's and Planners is mandatory unless notified otherwise by the Deputy Director, Plans Division.

4007. RETURN OF BRIEFING BOOKS. Once debriefing has been completed, all briefing books will be returned to the cognizant AO's for disposition. AO's should retain at least one copy of the briefing book for future reference as long as the issue is dynamic.

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U. S. Marine Corps, Joint Control

JOINT CHIEFS OF STAFF MEETING AGENDA

for

Friday, 25 Oct 1991

OpsDeps	1000
JCS/OpsDeps	1400

Code	1. Information Briefing:	(AM)
Action Officer	MOP 132 Revision	
Phone Number	(Jt. Staff AO, Service, J-Directorate, Phone Number)	

Meeting Attendees

Army: LTG Peay	GEN Reimer LTG Peay
Marine Corps: LtGen Stackpole	Gen Mundy LtGen Stackpole
Navy: VADM Smith	ADM Kelso VADM Smith
Air Force: MajGen Estes	Gen Carns MajGen Estes

Vertical Line indicates change from the previously published Agenda

As of 1000, 24 October 1991
For Official Use Only

Figure 4-1.--"JCS Meeting Agenda"

For Official Use Only

MEETINGS OF THE JOINT CHIEFS OF STAFF

Projected Agenda
1000, 28 October 1991

Tuesday, 29 Oct 1991
DepOpsDepts
1000

Information Briefing:
Defense Logistics Agency Update
(LtGen M. McClaughland, Dir, DLA, briefs)
(CDR T. Hodnett, J-4, X-71064)
* LtCol Blackledge, LPO, X-61088

JCS/OpsDepts
1400
No Items Scheduled

Wednesday, 30 Oct 1991
OpsDep
1000

Information Briefing:
Biological Defense Concept Plan
(LTC T. Newing, USA, Army Staff, briefs)
* CWO Brice, MCRDAC, X-61065
Special Access Briefing:
(CDR J. Pebley, USN, J-3, X-50582)
* LtCol Work, PL, X-44221

JCS/OpsDepts
1400
No Items Scheduled

Friday, 1 Nov 1991
OpsDep
1000

Information Briefing:
Biological Defense Concept Plan
(LTC Ted Newing, USA, Army Staff, briefs)
(POC: LTC Bob Hilliard, USA, J-5, X-76187)
*CWO Brice, MCRDAC, X-61065

JCS/OpsDepts
1400

Information brief:
NDU Annual Report
(VADM J. Baldwin, USN, President, NDU, Attends)
(CDR C. Rogers, USN, J-7, X-73988)
*LtCol Carresse, MCCDC, A-278-2260

For Official Use Only

Joint Action Processing

Figure 4-2. -- "Projected Agenda"

CLASSIFICATION

Action Officer
Code phone
Date

Sample Point Paper

Subj: MOP 132 REVISION ()

JCS agenda, Friday, 24 October 1991

(INFORMATION BRIEFING)

1. () HIGHLIGHTS. MOP 132 has been revised to streamline procedures for processing JCS papers. Although the paper was approved by the OPSDEPS on 13 October 1991, the CJCS wants to ensure the Service Chiefs are in agreement. Highpoints of the revised MOP 132 will be briefed.

2. () INFORMATION

a. () The timeliness and usefulness of the JCS military advice has been criticized by proponents of the JCS reorganization, and MOP 132 had tended to be the focal point of the criticism. MOP 132 has been revised as an internal effort to improve the quality and responsiveness of JCS papers.

b. () MOP 132, as revised, streamlines the process in two ways:

(1) () Elimination of the flimsy/buff/green stages.

(2) () Establishment of suspense dates for processing.

c. () During the MOP 132 revision process, all Services:

(1) () Supported the thrust of the revision.

(2) () Supported changes that makes the process better.

(3) () Submitted changes to the proposed revision.

d. () The revised MOP 132 is provided at Tab A.

3. () RECOMMENDED ACTIONS. Not applicable.

Classified by: Multiple Sources
Declassify on: OADR

CLASSIFICATION

Figure 4-3.--Marine Corps Point Paper

CLASSIFICATION

Action Officer
Office Code
Date

Subj: MOP 132 REVISION ()

4. () OTHER SERVICE POSITIONS. Note the brief. No objections have been raised.

5. () MARINE CORPS POSITION

a. () Recommend the Marine Corps pose no objection to the brief.

b. () RATIONALE. After a major revision of policy, it is correct to assume the Joint Chiefs of Staff will direct major revisions to that particular issue.

6. () QUESTIONS. Not applicable.

CLASSIFICATION

CLASSIFICATION ()

AO RANK, CODE, TEL NO
DATE

TALKER: () SUBJECT

PURPOSE/AIM: () CONCISE STATEMENT

CAPTION ISSUES

- () TALKING POINTS BY ISSUE, OUTLINE ONLY
- () USE CONCISE STATEMENTS
- () INCOMPLETE SENTENCES ARE ACCEPTABLE
- () USE "BULLETS"
- () NO BACKGROUND INFORMATION

DISCUSSION/DECISION BRIEFS

- () POINTS TO MAKE
- () ANTICIPATE ARGUMENTS AND USMC COUNTERS
- () DIRECT COMMUNICATION FROM AO TO PRINCIPAL

INFORMATION BRIEFS

- () QUESTIONS:
- () WHAT IS PROGRAM IMPACT OF X Y Z?
- () HAS STATE REVIEWED THIS POSITION?
- () HOW MUCH WILL THIS COST?
- () DIRECT COMMUNICATION FROM AO TO PRINCIPAL

CLASSIFICATION ()

Figure 4-4.--Talker

CLERICAL DETAILS FOR TALKING PAPER

MAJOR ISSUE

STATE MAJOR ISSUE

- LIST CRITICAL SUB-ELEMENTS
- ONE OF TWO WORD BULLETS - OTHER FACTORS BEARING ON
ISSUE BOTTOM LINE
- REBUTTAL ARGUMENTS
- RECOMMENDED POSITION

SECOND ISSUE

STATE MAJOR ISSUE AS ABOVE

- USE FORMAT AS ABOVE FOR THIS FOLLOWING ISSUES

OUTLINES

PLACE BOXES AROUND A COMPLETE ISSUE

- BOX NEED NOT CONFORM TO MARGIN
- PURPOSE IS TO ENCAPSULATE EACH ISSUE

CLASSIFICATION

Note: Place the highest level of classification of the Talker, in the upper left and lower right corners of the Talker. Additionally, mark each portion (section, part, paragraph, or subparagraph) with its proper classification markings.

Figure 4-5.--Clerical Details for Talking Paper

JOINT ACTION PROCESSING

CHAPTER 5

PROCEDURES FOR REVIEW OF PLANS OF THE CINCS
OF UNIFIED AND SPECIFIED COMMANDS

	<u>PARAGRAPH</u>	<u>PAGE</u>
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REVIEW PROCEDURES	5001	5-4
SUBSEQUENT ACTION	5002	5-5
FINAL ACTION	5003	5-6

FIGURE

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5-2	BUCKTAG COMMENTS	5-8

JOINT ACTION PROCESSING

CHAPTER 5

PROCEDURES FOR REVIEW OF PLANS OF THE CINCS OF UNIFIED AND SPECIFIED COMMANDS

5000. GENERAL. The Director, Plans Division is responsible within HQMC for the review of operation plans submitted to the Joint Chiefs of Staff by the Commander-in-Chiefs of the combatant commands. The review is conducted in accordance with Chapter 3, Volume I, of the Joint Operations Planning System (JOPS). The procedures described herein apply to unified and specified command operation and concept plans (including annexes, appendices, and changes), bilateral and multilateral operation plans, emergency evacuation plans, continuity of operation plans, and disaster relief plans.

1. Requirement for Operation Plans. The Joint Strategic Capabilities Plan (JSCP) identifies operational planning tasks which require the preparation of either operation plans or concept plans. The CINC's of combatant commands may, at their discretion, prepare operation plans in lieu of concept plans.

2. Operation Plans. An operation plan is a plan for the conduct of military operations which may be converted into an operation order with minimum alterations. An operation plan must include Time-Phased Force Deployment Data (TPFDD) necessary for the completion of force and deployment planning by headquarters and agencies which participate in the planning process. Upon receipt of an operation plan from a CINC, the Secretary, Joint Staff (SJS) will circulate a tasking, and the plan if necessary, to the Joint Staff directorate assigned primary staff responsibility and to the Services for review. The operation plan may also be distributed to other Joint Staff directorates and Defense agencies, as appropriate. Upon receipt of the tasking, the Joint Staff AO will issue an Action Directive (Blue Bullet) to solicit points of contact and also task review of the plan. Service comments will be submitted to the SJS within 30 days from the date of tasking. After considering the comments submitted by the Services and other agencies, the Joint Staff directorate with primary staff responsibility will prepare a JCS Form 136 for approval in the name of the Joint Chiefs of Staff within 60 days of the date of tasking. The Form 136 will then be forwarded to the Services for final coordination.

3. Concept Plans. A concept plan is an operation plan in abbreviated format which requires expansion during execution planning. The objective of concept plans is to develop sound operational and support concepts which may be readily expanded into an operation plan or operation order, should the need arise. Concept plans do not require a TPFDD or detailed annexes and

appendices. Upon receipt of a concept plans from a CINC, the SJS will task review of the plan in the same manner as an operation plan. Upon receipt and consideration of Service comments, the cognizant Joint Staff directorate will prepare a JCS Form 136 for approval in the name of the Joint Chiefs of Staff within 60 days of the date of tasking. The Form 136 will then be forwarded to the Services for final coordination.

4. Changes to Operation and Concept Plans. The Joint Staff directorate having primary responsibility will review changes to operation and concept plans to determine whether any significant aspect of the plan, such as assumptions, force requirements, or supporting requirements, has been modified. If so, the change will be referred to the Services and appropriate agencies for review, comment, and then voted in the same manner as operation plans. However, the review will be limited to those portions of the plan affected by the change.

5001. REVIEW PROCEDURES

1. Initial Action. Taskings from the SJS requesting review and comment on operation or concept plans are routed by the JACO to Plans Division for action. Upon receipt of the directive, the cognizant AO will screen the plan to determine which Headquarters departments or divisions have an interest in the plan. The plan will then be staffed for review and comment from those departments and divisions. Assisted by the submitted comments the AO will conduct a thorough review of the plan to determine if the plan is adequate (satisfies the JSCP tasking) and feasible (with apportioned resources) to the Marine Corps, or what changes should be recommended.

2. Detailed Review. In the conduct of the review, the following questions should be of primary concern:

a. Does the plan respond to JSCP tasking?

b. Is the plan adequate and feasible for accomplishing the mission assigned?

(1) The review for adequacy determines whether the scope and concept of the planned operations are sufficient to accomplish the assigned task.

(2) The review for feasibility determines whether the assigned task could be accomplished by implementing the plan and if the forces, transportation, and logistic resources required of departments and agencies other than DoD can be provided.

c. Is the concept consistent with Joint and Marine Corps doctrine?

d. Are command relationships in accordance with approved doctrine?

e. Does the plan provide the necessary TPFDD, including Time-Phased Force Deployment List (TPFDL) and Time-Phased Transportation Requirement List (TPTRL)? NOTE: The TPFDD is not required for concept plans. The TPFDD for operation plans will be distributed in card or tape media from which hard copy printouts can be prepared. It may also be printed in the operation plan. The TPFDD should be reviewed by the AO in conjunction with the plan narrative.

5002. SUBSEQUENT ACTION. Upon completion of the detailed review, the AO will prepare a Memorandum of Acceptability (MOA) (figure 5-1) to the SJS either stating that the plan is acceptable to the Marine Corps or recommending changes to the plan in the formats prescribed in Chapter 3, paragraphs 3002.1 through 3002.3. Sufficient justification must accompany any recommended changes. The MOA is signed by the cognizant Marine Corps Service Planner.

1. Recommended changes will be execution-critical or substantive in nature and the Marine Corps acceptability of the plan will be subject to inclusion of these changes. Execution-critical changes, if concurred by the other Services, will be forwarded to the appropriate CINC and must be incorporated into the plan immediately. Substantive changes, if concurred by the other Services, will be forwarded to the appropriate CINC and must be incorporated into the plan within 30 days of receipt. Administrative (non-substantive) changes, designated as such, may be recommended. If concurred by the other Services and reviewing agencies, the administrative changes will be forwarded informally by the cognizant Joint Staff directorate to the CINC for consideration. Changes not affecting the intent of the plan to accomplish assigned tasks should be avoided.

2. In addition to preparing the MOA, the AO prepares bucktag comments (figure 5-2) which:

a. Explains the nature and purpose of the plan.

b. Indicates, using reference tabs if appropriate, that Marine forces are involved or states no Marine forces are involved.

c. Refers, as appropriate, to Marine Corps comments and recommendations in the MOA.

d. Lists other Headquarters divisions, departments and other commands which the plan was coordinated with during review.

5003. FINAL ACTION

1. The MOA will be attached to the bucktag comments and forwarded for review and signature by the cognizant Marine Corps Service Planner.

2. Following signature, distribution of the MOA and bucktag comments will be as follows:

a. The original signed MOA will be forwarded to the SJS for circulation to the Services and appropriate agencies.

b. The AO will retain a copy of the approved MOA for use in reviewing the vote, when published and circulated for Service concurrence.

c. Six copies of the bucktag comments will be provided to ARFB for insertion into the copies of the plan.

3. ARFB will ensure that all copies of unified and specified command plans, including inserted, approved changes, are retained until canceled or superseded. ARFB will also ensure that copies of the plans are placed in alternate headquarters relocation sites, as appropriate.



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
WASHINGTON, DC 20380

SAMPLE MEMORANDUM OF ACCEPTANCE

Code
Date

CLASSIFICATION

MEMORANDUM FOR THE SECRETARY, JOINT CHIEFS OF STAFF

Subj: CHANGE NO. 5 TO CINCLANT OPLAN 0000 ()

Ref: (a) JCS 1234/567-8
(b) JOPS, Vol 1, Chap 3

1. () The subject (change/plan/annex, etc.) referred to the Services by reference (a), has been reviewed in accordance with the provisions of reference (b).

2. () The (change/plan/annex, etc.) is considered acceptable to the Marine Corps (subject to inclusion of the following change (s) :) (See Note 1)

MC-1. () Page 23, paragraph 4, line 5: Change to read as follows:

"...two Marine Expeditionary Units..."

REASON: Accuracy

/s/ Planner
Grade
Marine Corps Service Planner

Classified by: _____

Declassify on: _____

CLASSIFICATION

Note #1. This submission will be line numbered if changes are lengthy or numerous in order to facilitate reading and comprehension.

Figure 5-1.--Memorandum of Acceptability

SAMPLE BUCKTAG COMMENTS

CLASSIFICATION

Code
Date

1. (U) Change No. 5 to CINCLANT OPLAN 0000, provides the specific plan for the amphibious assault of Onslow Beach and will be executed by JTF-39 when directed by CINCLANT on instructions from the Joint Chiefs of Staff. The mission of the operation will be to ensure seizure of the urban areas and establishment of liaison with the local citizenry.
2. (U) The operation will be conducted by the amphibious forces and will include seizure of adequate beach areas for recreation/athletic purposes. The Amphibious Task Force will include two MEUs as the Landing Force.
3. (U) This change is considered acceptable to the Marine Corps.
4. (U) COORDINATION. Codes PO and A.

/s/ Planner
Name
Grade
Title

BUCKTAG COMMENT ON: S&C C1369, CINCLANT OPLAN 0000 (Onslow Beach)

CLASSIFICATION

Figure 5-2.--Bucktag Comments

JOINT ACTION PROCESSING

APPENDIX A JOINT ACTIONS PROCESSING ASSOCIATED TERMS

Chairman's Memorandum (CM)	A formal memorandum issued by the CJCS for distribution to the Service Chiefs.
Conscious Addressal	Formal agenda consideration of an item.
Corrigendum	Formal change(s) to a joint paper issued by the cognizant Joint Staff directorate or the SJS. Changed portions are identified by change bars in the left margin of the page, opposite the affected lines.
Debrief	An oral summarization of results Of a JCS, OpsDeps, or DepOpsDeps meeting. Debriefs are usually given by the OpsDeps or DepOpsDep.
DJS Memorandum (DJSM)	A formal memorandum issued by the office of the Director of the Joint Staff to the Service Chiefs, OpsDeps, DepOpsDeps, subordinate agencies of the Joint Staff, Office of the Secretary of Defense, and other governmental agencies.
Green Directives	A general term for the green-colored papers that are issued by the SJS for distribution within the Joint Staff, to appropriate echelons of the Services, CINC's, and to specified Defense agencies. These papers refer incoming communications to the Joint Staff directorates, the Services, and to specified Defense agencies for information, study, guidance, and appropriate action.
Hold	The withholding of a Marine Corps coordination on a joint paper, or portion thereof, pending resolution of a point or receipt of additional guidance.
Implementor	That portion of a joint paper that carries out action; normally a memorandum or message to appropriate addressees.

In-book Item	An item to be considered at a meeting that does not appear on the formal circulated agenda. The SJS or the DJS will advise the Services of "In-book" items.
JACO	Joint Action Control Office
JCS Decision	Decision by the Joint Chiefs of Staff or, in their name, by the OpsDeps, or DepOpsDeps in a meeting.
JCS Meeting	A meeting in "The Tank" by the Joint Chiefs of Staff, OpsDeps, or DepOpsDeps.
JCS Memorandum (JCSM)	Memoranda by the Joint Chiefs of Staff for individuals or heads of agencies outside the Joint Staff and the Services (e.g., the Secretary of Defense) . They normally derive from reports submitted for JCS consideration. They are signed under the authority line "For the Joint Chiefs of Staff." They are occasionally signed by the CJCS, but more often by the DJS or VDJS.
Joint Staff	The Joint Staff assists the Chairman, JCS and subject to the authority, direction, and control of the Chairman. The other members of the JCS and Vice Chairman in carrying out their responsibilities. It shall not operate or be organized as an over-all armed forces governing staff and shall have no executive authority.
MCM	Memorandum by the Chairman of the Joint Chiefs of Staff
MilSec, Military Secretariat	Functions as a JACO to a Joint Directorate.
Note to Holders	An administrative notice to the prior recipients of a numbered joint paper. It may supersede, withdraw, cancel, or require return of the paper, announce completion of action, or provide information relative to it.

NSC	National Security Council
NSDD	National Security Decision Directive
NSSD	Nation Security Study Directive
Possible Discussion	An item which may be considered at an Item (PDI) meeting of the DepOpsDeps, OpsDeps, or Joint Chiefs of Staff but has not been confirmed as a scheduled agenda item. Presidential Directive (PD) used to promulgate Presidential decisions on National Security matters. Purple a written proposal containing recommended changes to a joint paper. Normally submitted in the form of a MCDV or CMCDV.
Sanitized Copy	The reproduction of a joint paper by the SJS with deletion of all references to joint papers.
Split	A term used to refer to (1) a JCS decision wherein one or two members of the Joint Chiefs of Staff have differing views which are so noted in the JCSM forwarded to the Secretary of Defense, and (2) a joint paper containing unreconciled views. Traditionally, the CJCS signs all split CSMs.
Table (verb)	The distribution of a Service divergent view at a JCS, OpsDep, or DepOpsDep meeting as contrasted to its circulation prior to a meeting.
The Tank	Room 2E924, the Pentagon, where meetings of the JCS, OpsDeps, or DepOpsDeps are held.
Yellow	Status Report of Tank Items, published by the Special Assistant for Joint Matters. The "Yellow" shows upcoming topics which will be discussed within the Tank.